

# Review and Update of CCSA Policy Development Process



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# Presentation Outline

- Objectives of the CCSA Policy Development Process
- Rationales for Updating the Policy Development Process
- The External Policy Environment
- CCSA's Internal Policy Development Process
- Changes from the Previous Management System
- Conclusion

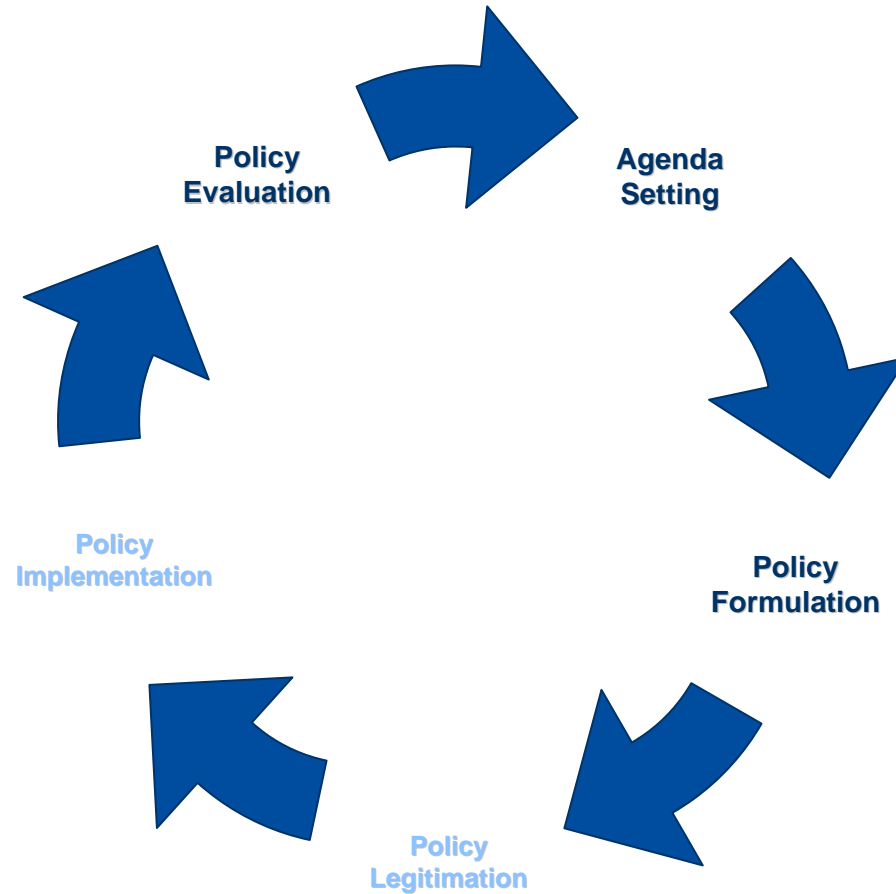
# Objective of the CCSA Policy Development Process

- To assist in the identification of policy issues and the coordination of responses to policy developments.
- To facilitate the development of clear and sound policies, thereby enhancing CCSA's overall effectiveness.
- To demonstrate sensitivity to the public and stakeholders' interests.
- To support and respond to the decision-making process within the Board by presenting recommendations on policy directions which the Board/CEO indicates are desirable for CCSA.

# Rationales for Updating Procedures

- CCSA has shifted from a contract/associate structure to a permanent staff structure.
- CCSA's leadership position was re-established in the renewed Drug Strategy and in order to provide pro-active leadership, the policy development process needs to become both more explicit and more flexible.
- There is a higher degree of accountability for CCSA and therefore a need for clarity and visibility of process.

# The External Policy Environment



# External Policy Environment (cont.)

- CCSA's purpose/mandate relates to three of the “stages” of the policy cycle:
  - ❖ Agenda Setting:
    - *“...promote increased awareness by Canadian's of issues related to alcohol and drug abuse”*
  - ❖ Policy Formulation and Policy Evaluation:
    - *“...promote and assist in the development of realistic and effective policies*

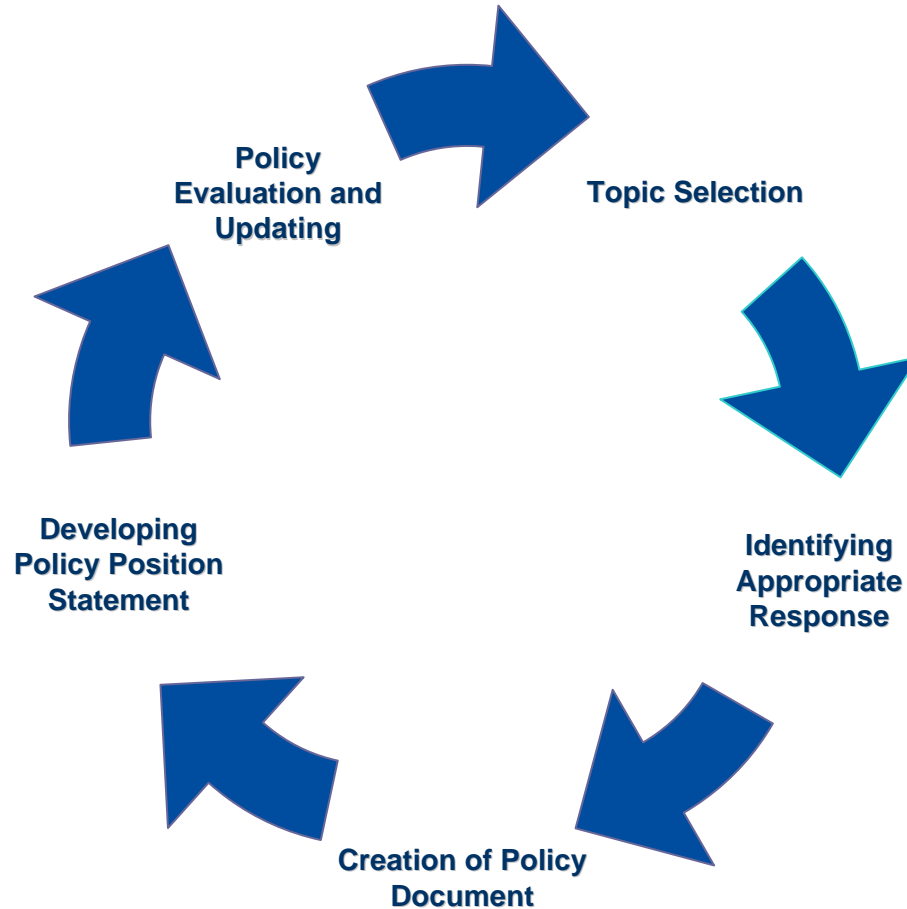
Source: CCSA Board (1990). “Mission Mandate, Objectives and Key Goals”



# External Policy Environment (cont.)

- CCSA's policy responses should be designed with the overall purpose relative to the external policy environment in mind:
  - ❖ *Agenda Setting:*
    - Awareness raising of national substance abuse issues.
    - Bringing an specific issue/topic to the formal attention of government.
    - Refocusing attention of government on an existing issue.
  - ❖ *Policy Formulation:*
    - Assessment of causality behind issue/problem.
    - Evidence-based review of potential policy responses.
    - Identification of most logical/effective policy response.
  - ❖ *Policy Evaluation:*
    - Evaluating effectiveness and/or appropriateness of existing policies.

# CCSA's Internal Policy Development Process





# Topic Selection

- Identification of Existing or Emerging Issues for CCSA Policy Development (can be internally or externally initiated).
- Relevant Actors:
  - ❖ *External:*
    - Government
    - Media
    - Stakeholders (e.g., NPWG, CECA, private sector, etc.)
  - ❖ *Internal:*
    - Board
    - CEO
    - Staff

# Identifying Appropriate Response

- Short-Term (i.e., “fast track”):
  - ❖ Fact Sheet
- Medium-Term:
  - ❖ FAQ
  - ❖ Stakeholder Consultation
- Longer-Term:
  - ❖ Policy Discussion Document (NPWG Review)
  - ❖ Policy Position Statement

# Creating Policy Document

- Involves creation of chosen policy response (e.g., fact sheet, FAQ, policy discussion document, etc.) and identification of preferred policy position on specific topic of interest.
- Responsibility for responses as follows:
  - ❖ Fact Sheets and FAQ's: *CCSA Staff*
  - ❖ Policy Discussion Documents: *CCSA Staff and NPWG*
- CEO/Senior Staff review topic selection and form of policy response as necessary.



# Developing Policy Position Statement

- Involves the creation of official policy position statement based on a thorough review of the available evidence.
- Process is Board and CEO driven based on recommendations from CCSA Staff and NPWG.
- NPWG serves as “external peer review” at discussion document stage.
- Outcome of medium-term analyses (policy discussion documents, stakeholder consultations).

# Policy Evaluation and Updating

- Involves periodic review of CCSA policy documents and position statements.
- Conducted on a re-occurring schedule and/or ad hoc basis (e.g., annual updating of Policy Portfolio Assessment, as needed based on requests or events, etc.).

# Summary of New Policy Development Procedures

<b>Policy Document</b>	<b>Responsible Party</b>	<b>Approval</b>
Fact Sheets	CCSA Staff	Director P&R/CEO
FAQ's	CCSA Staff	Director P&R/CEO
Policy Discussion Documents/Stakeholder Consultations	CCSA Staff and National Policy Working Group	Director P&R/CEO
Policy Position Statements	CEO and Board	CEO/Board

# Proposed Policy Management Process

- See [Handout](#)

# Changes from Previous System

- Including an explicit association between stage of external policy environment (agenda setting, policy formulation, policy evaluation) and the form of internal policy response.
- Addition of Fact Sheets, FAQ's and Stakeholder Consultations to the continuum of policy responses.
- Setting out hierarchy of responses based on external visibility/importance and explicitly assigning responsibility to appropriate staff/management.



# Conclusion

- The new CCSA policy review procedures are designed to make the policy development process more efficient and effective by:
  - ❖ Matching response type (e.g., fact sheet, FAQ, policy discussion document) to overall purpose (e.g., agenda setting, policy formulation, policy evaluation) and significance/visibility of the issue.
  - ❖ Creating a continuum of responses that allow for timeliness, flexibility and efficient use of organizational resources.
  - ❖ Identifying and engaging the appropriate level of management/staff/external reviewers based on timing, purpose and importance of issue.